



MISSOURI NATIONAL GUARD ANNUAL REPORT | 2020

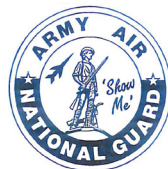
ALWAYS READY ALWAYS THERE

Michael L. Parson
Governor



STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
DEPARTMENT OF PUBLIC SAFETY
IKE SKELTON NATIONAL GUARD TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203

Levon E. Cumpton
Major General, MONG
The Adjutant General



Dear Governor Parson,

I am pleased to report that your Missouri National Guard continues to be a strong and capable force that stands ready to support the citizens of our great state and nation. Though the year 2020 has been challenging, we are coming through this year stronger together in cooperation with our state and federal partners. When our citizens needed support the most, your Missouri National Guard was steadfast with its interagency teammates, responding as needed to fight the COVID-19 virus, preserving the right to peaceful protest, and deploying in support of our federal mission. Our Missouri National Guard Mantra is that we "train, fight, and win, while taking care of one another as one team!" and that is exactly what we did.

In response to the COVID-19 pandemic, the Missouri National Guard mobilized over 1,100 Soldiers and Airmen to assist our Missouri State interagency teammates. These Guard men and women supported several missions including the state workforce return to work, food bank support, the school meals program, expanded testing, call center operations, data entry and logistics support. Through these efforts, our team helped to slow the spread of the virus and ensure that Missouri citizens and school children did not go hungry.

Alongside our support to our state teammates in the COVID-19 response, your Missouri National Guard supported civil authorities in Kansas City, St. Louis, central Missouri and Washington D.C. during the civil unrest that gripped our state and nation. These Guard men and women supported local and state law enforcement, protecting life and property while ensuring the right to peacefully assemble and protest. We remain unwavering in our commitment to the safety and well-being of our citizens. In addition to our state mission, our team continued to train and deploy in support of our federal mission. The Missouri National Guard worked diligently to preserve and enhance our readiness through the complications of a global pandemic. Despite these complications, your Guard members ensured the health of the force and supported deployments around the globe to U.S. Central Command, U.S. Southern Command and U.S. Northern Command.

I am truly proud to serve as your Adjutant General and consistently humbled by the sacrifices of our Guard men and women. The Soldiers and Airmen of the Missouri National Guard are some of the finest in the world. Their achievements speak for themselves. As Citizen-Guardsmen, our teammates dropped everything to help their fellow citizens, and did so without hesitation.

This report will showcase the accomplishments of our Citizen-Soldiers and Airmen over the last year and reinforce that fact that your Missouri National Guard is Always Ready, Always There.



LEVON E. CUMPTON
Major General (MO), MONG



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MISSION

The Office of The Adjutant General is responsible for all operations of the Missouri Army National Guard and Air National Guard for both Federal and State missions as well as providing administrative support to the Missouri wing of the Civil Air Patrol.

VISION

The Office of the Adjutant General provides manned, trained, equipped and ready Army and Air National Guard Forces to respond to Federal missions and on order of the Governor, rapid emergency response to protect life and property in Missouri and our Nation.

Maj. Gen. Levon E. Cumpston The Adjutant General



Major General Levon E. Cumpston assumed duties as the Adjutant General of the Missouri National Guard, Jefferson City, Missouri, on August 2, 2019. As the Adjutant General, on behalf of the Governor, he provides command and control of over 12,000 Missouri National Guard Soldiers, Airmen, Federal, and State employees. He ensures the Missouri National Guard is manned, trained, equipped and resourced for its dual state and federal missions.

General Cumpston was raised on a farm in Bates County, Missouri and graduated from Ballard High School. He commissioned in 1990 through the Wentworth Military Academy Reserve Officer Training Corps program.

He previously served simultaneously as the 35th Engineer Brigade Commander and the Director of Manpower and Personnel for the Missouri Army National Guard. Prior assignments include: Deputy of Operations/Plans/Training, Missouri Army National Guard; Deputy Brigade Commander, 110th Maneuver Enhanced Brigade; Commander, 1-138th Infantry Battalion; Training/Operations and Executive Officer, 1138th Engineer Battalion; Commander, C Company 2-502nd Infantry, Fort Campbell, KY.

General Cumpston's operational deployments include peacekeeping missions in the Former Yugoslavian Republic of Macedonia and Kosovo, stability operations in Bosnia, and a combat tour in support of Operation Iraqi Freedom. Additionally, in Missouri, he has supported numerous declared state emergencies.

General Cumpston earned a Bachelor of Science degree from Central Missouri State University in Warrensburg, Missouri and a Masters of Strategic Studies from the Air War College at Maxwell Airforce Base in Montgomery, Alabama.

His awards, decorations, and badges include the Bronze Star Medal, Purple Heart, Meritorious Service Medal (with one silver oak leaf cluster), Ranger Tab, Combat Action Badge and the Missouri Conspicuous Service Medal. He was awarded the Bronze Order of the de Fleury Medal and the Order of Saint Maurice (Legionnaire). Brigadier General Cumpston and his wife Linda have two children, Emily and Chance, and reside in Jefferson City, Missouri.

Command Sgt. Maj. Kannon John State Senior Enlisted Leader



CSM Kannon John began his military career in April 1989, enlisting as a Petroleum Supply Specialist with the Kansas Army National Guard. In December 1990, he transferred to the Missouri Army National Guard (MOARNG) with Headquarters Support Company (HSC), 203rd Engineer Battalion in Joplin, MO.

He began his full-time career in July 1997 as the Detachment Readiness of Detachment 1, HSC 203rd Engineer Battalion in Neosho, MO. In March 1998, he served as the Unit Supply Sergeant for Alpha Company, 203rd Engineer Battalion in Springfield, MO for three and a half years. In 2001, CSM John served as the Battalion Supply Sergeant for the 203rd Engineer Battalion.

He deployed to Iraq in support of Operation Iraqi Freedom in 2003-2004. From 2008-2009, he served as the Assistant Operations Noncommissioned Officer (NCO) for the 35th Engineer Brigade. In November 2009, he served as the MOARNG State Logistics Trainer. CSM John served as the 220th Engineer Company First Sergeant in 2010 and as the Senior Logistics Sergeant Major (SGM) for the 35th Engineer Brigade from 2011 to 2013. He served as the Logistics SGM for the MOARNG and served as the 311th Brigade Support Battalion CSM in 2015 and the 70th Troop Command Brigade CSM from 2016 to 2018. CSM John served as the MOARNG State Command Sergeant Major from 2018 to 2019. He currently serves as the Command Senior Enlisted Leader for the Missouri National Guard.

CSM John has a Bachelor of General Studies with minors in Management and Business (Cum Laude honors) from Columbia College and a Master of Business Administration from Columbia College. His military education includes the Nominative Leaders Course, Strategic Execution Course, Sergeants Major Academy, First Sergeant Course, Battle Staff NCO Course, Unit Supply Specialist Advanced NCO Course, Unit Supply Specialist Basic NCO Course, Primary Leadership Development Course, Sapper Leader Course, and numerous Military Occupational Specialty and professional development courses.

CSM John's awards include the Meritorious Service Medal (5th Award), Army Commendation Medal (2nd Award), Army Achievement Medal (3rd Award), Army Good Conduct Medal (6th Award), Army Reserve Component Achievement Medal (2nd Award), National Defense Service Medal with Bronze Star Device, Global War on Terrorism Expeditionary Medal, Iraq Campaign Medal (2 Campaign Stars), Humanitarian Service Medal, Armed Forces Reserve Medal (Silver Hourglass, M-Device), Missouri Legion of Merit, Missouri Conspicuous Service Medal, and numerous other State awards.

He is a member of the Missouri National Guard Association, Association of Quartermasters, and Veterans of Foreign Wars. CSM John is married to his wife, Angela of 24 years and they reside in Henley, MO with their son, Matthew. Current as of 01 June 2020

OUR LEADERSHIP



Maj. Gen. Levon Cumpton
Adjutant General - Army



Brig. Gen. William Ward
Assistant Adjutant General - Army



Brig. Gen. Sharon A. Martin
Assistant Adjutant General - Army



Brig. Gen. Charles D. Hausman
Director of the Joint Staff - Army



Brig. Gen. Maurice McKinney
Chief of Staff - Air



Brig. Gen. Kenneth S. Eaves
Assistant Adjutant General - Air



Col. Christopher Mickan
Chief of Staff - Army



Col. Gordon R. Meyer
Director of Staff - Air



CW5 Patrick Muenks
Chief Warrant Officer



Command Sgt. Maj. Kannon John
Senior Enlisted Leader - Army

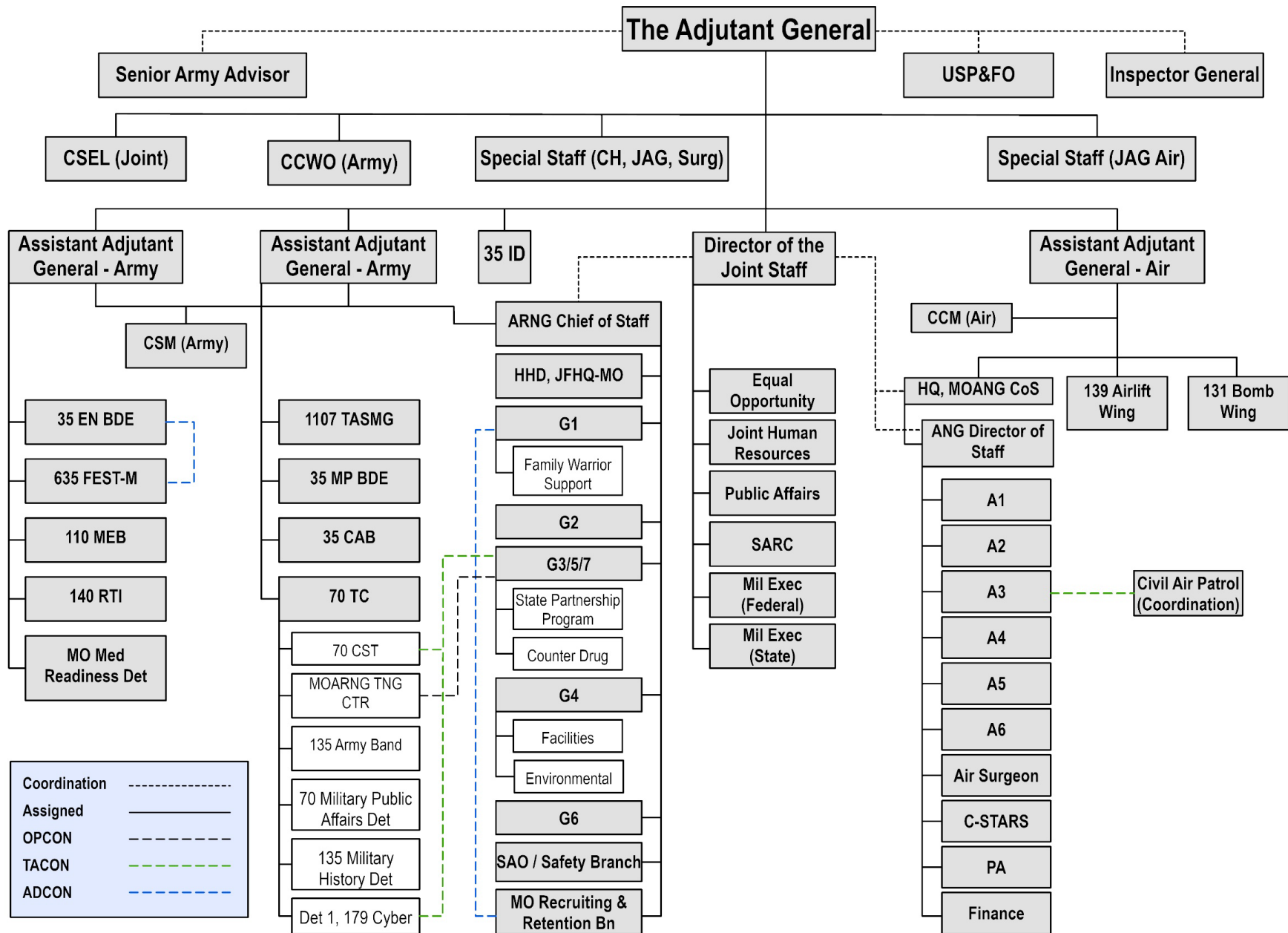


Command Sgt. Maj. Javier Acosta
State Command Sergeant Major - Army

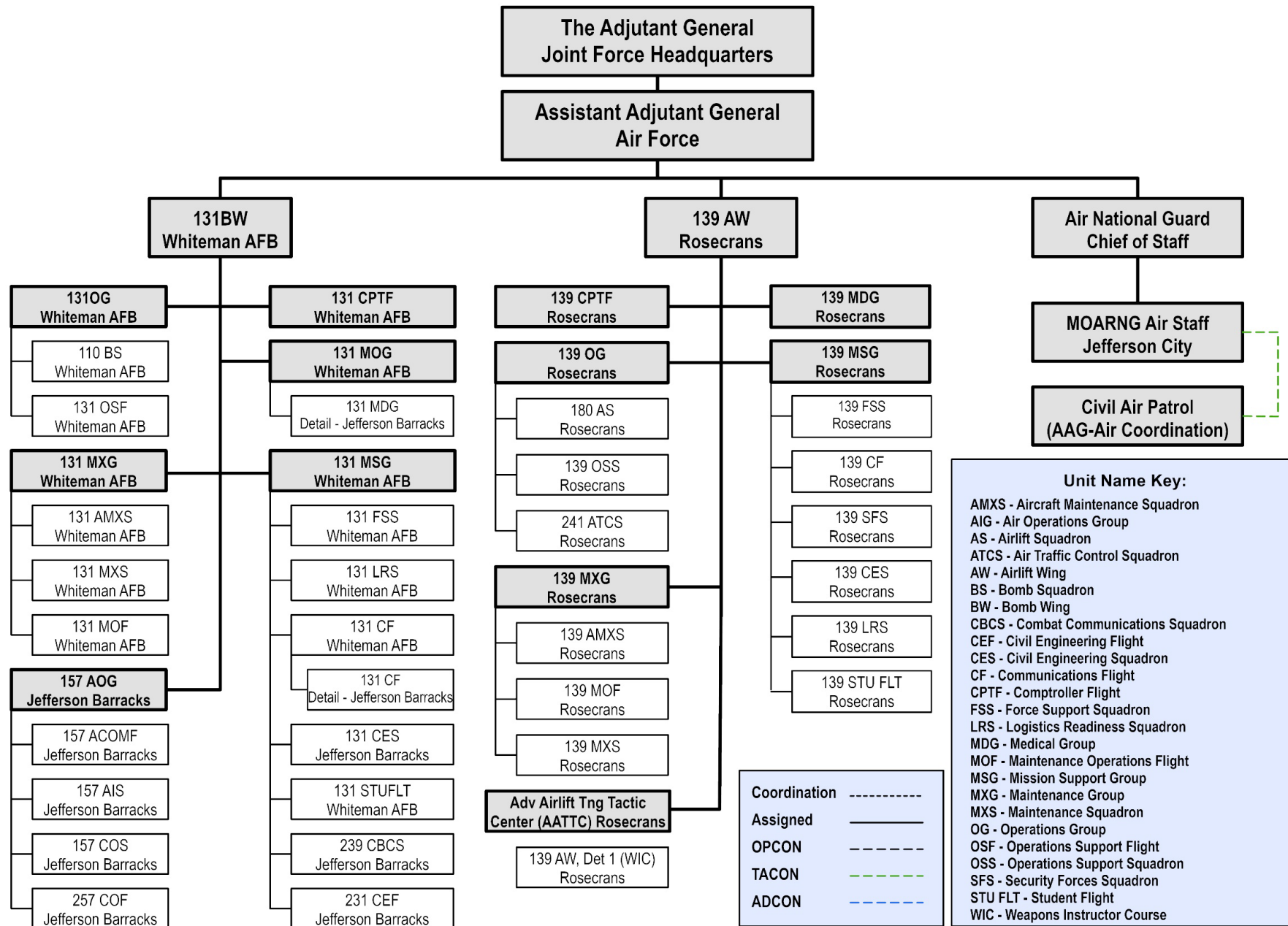


Chief Master Sgt. Jessica L. Settle
Chief Master Sergeant - Air

ORGANIZATIONAL CHART - ARMY



ORGANIZATIONAL CHART - AIR



MISSOURI NATIONAL GUARD UNITS

110th Maneuver Enhancement Brigade - Kansas City

220th Trans Battalion.

- 548th Trans Co.
- Det. 1, 548th Trans Co.
- 1231st Trans Co.
- Det. 1, 1231st Trans Co.
- 1241st Trans Co.
- Det. 1, 1241st Trans Co.
- 1251st Trans Co.
- Det. 1, 1251st Trans Co.
- 1-129th Field Artillery Reg.
- Headquarters and Headquarters
- Battery A
- Battery B
- Battery D
- 1128th Forward Support Co.

1-138th Infantry Regiment

- Headquarters and Headquarters Co.
- Det. 2, 1-206th Fire Support Team
- Co. A
- Co. B
- Co. C
- Det. 1, Co. C
- Co. D
- 135th Signal Co.

Combat Aviation Brigade, 35th Infantry division - Sedalia

1/135th Aviation Regiment (Assault)

- Headquarters and Headquarters Co.
- Det. 1, Headquarters and Headquarters Co.
- Co. A
- Co. B
- Co. C
- Co. D
- Det. 1, Co. D, 1/285th Aviation Reg.
- Co. E
- Det. 1, Co. E

1107th Aviation Group - Springfield

- Headquarters and Headquarters Co.
- Co. A
- Co. B

935th Aviation Support Battalion

- Headquarters and Headquarters Co., 935th Aviation Support Bn.
- Co. A, 935th Aviation Support Bn.
- Det. 3, Co. B, 935th Aviation Support Bn.
- Co. C, 935th Aviation Support Bn.
- Det. 6, Co. D, 2/149th MEDEVAC
- Det. 6, Co. E, 2/149th MEDEVAC
- Det. 2, Co. G, 2/149th MEDEVAC
- Det. 2, Co. C, 2/245th Aviation Regiment
- Det. 40, Operational Support Airlift Command
- Co. B, 1/1376 Aviation Regiment

35th Military Police Brigade - Jefferson Barracks

175th Military Police Battalion

- 1139th Military Police Co.
- 3175th Military Police Co.
- Det. 1, 3175th Military Police Co.

205th Military Police Battalion

- 1175th Military Police Co.
- Det. 1, 1175th Military Police Co.
- 1137th Military Police Co.
- Det. 1, 1137th Military Police Co.
- 1136th Military Police Co.
- Det. 1, 1136th Military Police Co.

35th Engineer Brigade - Fort Leonard Wood

203rd Engineer Battalion

- Headquarters and Headquarters Co.
- Forward Support Co.
- 294th Engineer Co.
- 276th Engineer Co.
- Det. 1, 276th Engineer Co.
- 1141st Engineer Co.
- 335th Engineer Platoon
- 1135th Engineer Co.

1140th Engineer Battalion

- Headquarters and Headquarters Co.
- Forward Support Co.
- 1438th Engineer Co.
- Det. 1, 1438th Engineer Co.
- 1138th Engineer Co. (Sapper)
- 220th Engineer Co. (Horizontal)
- 1142nd Engineer Co. (Sapper)

131st Bomb Wing - Whiteman AFB / Jefferson Barracks / Fort Leonard Wood

131st Med. Group

- 131st Med. Group Detail

131st Operations Group

- 110th Bomb Squadron
- 131st Operations Support Flight

131st Mission Support Group

- 131st Force Support Squadron
- 131st Logistics Readiness Squadron
- 131st Comm. Flight JB
- 131st Civil EN Squadron
- 131st Student Flight

131st Maint. Group

- 131st Aircraft Maint. Squadron
- 131st Maint. Squadron
- 231st Maint. Operations Flight
- 157th Air Operations Group
- 239th Combat Comm. Squadron
- 231st Civil EN Flight
- 131st Comptroller Flight
- 131st Bomb Wing Det. 1 – Cannon Range

139th Airlift Wing- St. Joseph

139th Operations Group

- 180th Airlift Squadron
- 139th Operations Support Squadron
- 241st Air Traffic Control Squadron

139th Mission Support Group

- 139th Force Support Squadron
- 139th Communications Flight
- 139th Security Forces Squadron
- 139th Civil Engineering Squadron
- 139th Logistics Readiness Squadron
- 139th Student Flight

139th Maintenance Group

- 139th Aircraft Maintenance Squadron
- 139th Maintenance Operations Flight
- 139th Maintenance Squadron

139th Medical Group

- 139th Comptroller Flight
- 139th Airlift Wing Det. 1, Weapons Instructor Course

MISSOURI NATIONAL GUARD UNITS

70th Troop Command

- 7th Civil Support Team
- 135th Army Band
- 70th Mobile Public Affairs Det.
- 135th Military History Det.
- 179th Cyber Protection Team
- 229th Multifunctional Medical Bn.
- 206th Area Support Medical Co.
- Det. 1, 206th ASMC
- 205th Ground Ambulance Co.
- 835th Combat Sustainment Support Bn.
- 1035th Maintenance Co.
- 735th Field Service Co.
- Det. 1, 735th FSC
- 1221st Trans Co.
- Det. 1, 1221st Trans Co.
- 1138th Trans Co.
- Det. 1, 1138th Trans Co.
- 3175th Chemical Co.
- Headquarters and Headquarters Det.
- 429th Judge Advocate General Det.
- 529th Judge Advocate General Det.
- Counter Drug Task Force

35th Infantry Division - Lexington

- Det. 1, Co. A (Operations)
- Co. B (Intelligence and Sustainment)
- Det. 2, Co. B
- Co. C (Signal)

Missouri Army National Guard Rec. & Ret.

- Det. 1, RSP
- Det. 2, RSP
- Det. 3, RSP
- Det. 4, RSP
- Det. 5, RSP
- Det. 6, RSP
- Det. 7, RSP
- Det. 8, RSP
- Det. 9, RSP
- Det. 10, RSP
- Det. 11, RSP
- Det. 12, RSP

Missouri Army National Guard Training Center

- MOARNG TC - Camp Crowder
- MOARNG TC - Fort Leonard Wood
- MOARNG TC - Wappapello
- MOARNG TC - Macon

140th Reg. – Regional Training Institute

- 2nd Battalion, 140th Regiment (RTI)
- 1st Battalion, (En), Training Battalion
- Regional Training Site Maintenance

Missouri Medical Detachment

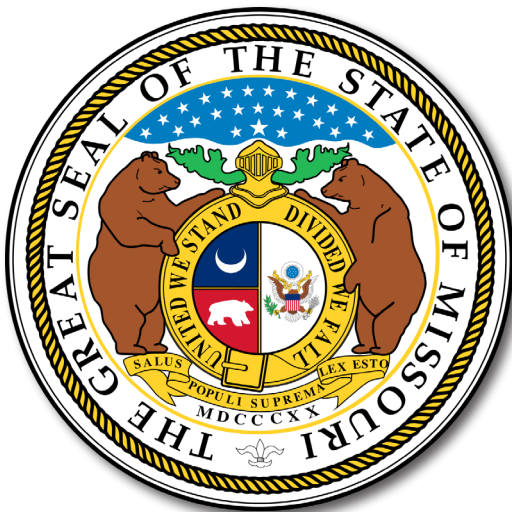
- Troop Medical Clinic 1
- Troop Medical Clinic 2
- Troop Medical Clinic 3

MISSOURI STATE EMPLOYEES

State Employees Assigned to Support Adjutant The General's Department Offices

State employees that support the Missouri Office of the Adjutant General are located across Missouri in approximately 65 locations. Of the 429 employees, 413 are funded by general revenue from a state agreement and all others are funded through a cooperative agreement under the federal government.

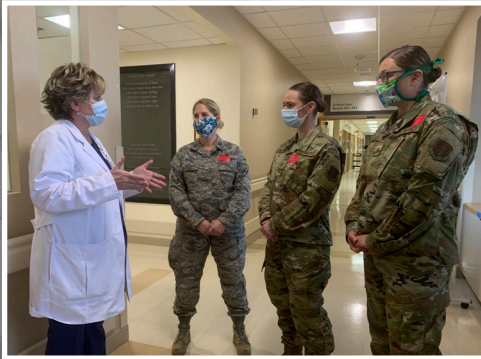
The major divisions/programs include Administration, Environmental, Facilities, Military Funeral Honors, Security, Air Guard which consists of the 131st Jefferson Barracks Wing, 139th Rosecrans Wing, and Army Guard which consists of AVCRAD and all the armories/readiness centers.



Divisions	Posiitons	Areas of Responsibility
Administration	33	Administration consists of 33 employees among the Adjutant General's Office, State Resources Director, State Resources Financial, Human Resources, Purchasing, Archives, Museum, Tuition Assistance, Veterans Recognition Program, Cafeteria, and the mailroom.
Environmental	18	18 employees that provide three types of environmental actions, including compliance and corrective projects, environmental services, and program management. They are responsible for providing a safe environment for employees.
Facilities	99	Facilities has 99 employees throughout 15 locations across the state. Those locations include AVCRAD, Chillicothe, Clark, Crowder, Farmington, Fort Leonard Wood, Ike Skelton Training Site, Jefferson Barracks, Kansas City, Macon, Moberly, Poplar Bluff, Rolla, Wappapello and Whiteman Air Force Base.
Information Management	10	3 Distance Learning, 7 Information Technology.
Military Funeral Honors	41	Funeral Honors has 41 state employees throughout 10 locations in Missouri. Those locations include Carthage, ISTS, Jackson, Jefferson Barracks, Kansas City, Rolla, Springfield, St. Joseph, Warrensburg and West Plains.
Security	45	1 Anti-Terrorism, 1 Emergency Management, and 43 Physical Security employees who are responsible for providing security to facilities, equipment and personnel.
USPFO	2	2 employees who provide administrative support.
Air Guard		
131st Wing - Jefferson Barracks	13	The 131st Bomb Wing located at Jefferson Barracks consists of 12 Operations and Maintenance employees and 1 Environmental employee.
139th Wing - Rosecrans	58	The 139th Wing located at the Rosecrans Flight Facility in St. Joseph employees a total of 58 employees. 28 Firefighters, 12 Military Security Officers, 1 Environmental and 17 Operations and Maintenance.
Army Guard		
MO AVCRAD	72	The MO AVCRAD facility located in Springfield employees 66 employees. 48 employees specialize in aircraft maintenance and 24 support staff positions.
Armories & Readiness Centers	45	45 positions supporting 59 armories and readiness centers throughout the state

2020 OVERVIEW

COVID-19 RESPONSE EFFORTS



During Operation COVID-19 Response 2020, the Missouri National Guard provided support to multiple interagency partners from April 6 to Dec. 30, 2020. The focus areas of support included the state and public workforce return to work, food bank assistances, school meal programs and general state agency support. At the peak of operations, the Missouri National

Guard had 1,086 service members on duty in support of COVID-19 operations. Over 1,270 individual Missouri National Guard service members participated in COVID-19 response missions throughout the course of the operation.

The Missouri National Guard played a pivotal role in the reopening of the state by supporting the Department of Health and Senior Services and the Office of Administration. The Guard conducted over 556,000 medical screenings of state employees returning to work at 14 state office buildings across Missouri, enabling essential services to Missouri residents.

In coordination with the Department of Public Safety, the East Missouri Action Agency and the Feeding Missouri food bank operations, the Missouri National Guard assisted with meal distribution ensuring more than 241,000 Missouri families received nutritional meals. They also assisted the Department of Elementary and Secondary Education by providing support to the school meal



program distributing more than 288,000 school lunches.

The Missouri National Guard worked alongside the Department of Public Safety and the Department of Health and Senior Services administering over 57,000 COVID-19 tests across the state. The testing support included mobile community based testing, long-term care facility testing and laboratory support. Service members also supported call center contact tracing operations, fielded over 72,000 calls and assisted

with more than 141,000 data entries.

The Missouri National Guard assisted in other support operations to include the dignified transfer and care management of remains at a temporary morgue in St. Louis, logistics and distribution of personal protective equipment (PPE) and decontamination logistics of N-95 masks critical to Missouri healthcare workers. Our service members partnered with the U.S. Army Corps of Engineers, the Federal Emergency Management Agency, the State Emergency Management Agency, Missouri Office of Administration and local authorities to construct and staff an alternate care facility in Florissant, Mo. Construction of the facility took only 11 days and now serves as a model for future alternate care facilities should the need arise. Additionally, service members supported the interagency vaccine distribution planning group, ensuring focused and timely distribution of vaccines as they are made available. Throughout COVID-19 response efforts, the Missouri National Guard continually provided essential support to interagency partners in order to best serve the Citizens of Missouri.



2020 OVERVIEW

TRAINING

COVID-19 presented many challenges to overcome during the training year. The Secretary of Defense issued stop movement guidance that significantly constrained the ability for units to conduct scheduled events in order to prevent the spread of the virus. As a result, in person drill periods ceased and annual training plans were rescheduled to later in the training year.



The Missouri National Guard developed a Virtual Inactive Duty Training (VIDT) strategy giving commanders the ability to conduct training to accomplish requirements in a virtual environment. Commanders developed VIDT training schedules utilizing web-based and teleconference tools to complete specified training objectives. The VIDT established an acceptable way to provide commanders and service members the means to meet training requirements, receive monthly pay and continue receiving retirement points while protecting the force. The VIDT strategy continues to provide commanders a great tool for future use as they assess risk, whether COVID-19 related or any other unique circumstance.



On September 23, service members of the 35th Military Police Brigade again provided support to local law enforcement and civil authorities in St. Louis to protect the citizens of Missouri, property and the First Amendment right to assemble peacefully. The Missouri National Guard's response was swift due to clear executive guidance, great inter-agency collaboration, teamwork and the focused training of Missouri National Guard Soldiers and Airmen. Missouri National Guard service members carried out their mission with honor and compassion for the citizens they serve.



CIVIL UNREST

The Missouri National Guard deployed 1,100 Soldiers in support of Missouri Civil Unrest operations from May 29 to June 16, 2020. The Guard supported local authorities in St. Louis, Kansas City and Jefferson City as outside actors disrupted peaceful protests. The operations included security of critical infrastructure, security of key resources, Quick Reaction Forces (QRF), entry control points and reinforcement of Missouri civil authorities. The Missouri National Guard integrated into a multi-agency response supporting the Missouri Highway Patrol, local law enforcement and civil authorities.

The Missouri National Guard deployed 304 Soldiers from the 35th Engineer Brigade to support local law enforcement in the District of Columbia on June 4-8. The Missouri National Guard helped law enforcement ensure protesters had a safe area in which to demonstrate and assisted in protecting critical infrastructure. Lines of effort consisted of presence patrols around our nation's capital in order to protect protesters from civilian traffic, while serving as a Quick Reaction Force in response to civil unrest throughout the district.

On September 23, service members of the 35th Military Police Brigade again provided support to local law enforcement and civil authorities in St. Louis to protect the citizens of Missouri, property and the First Amendment right to assemble peacefully. The Missouri National Guard's response was swift due to clear executive guidance, great inter-agency collaboration, teamwork and the focused training of Missouri National Guard Soldiers and Airmen. Missouri National Guard service members carried out their mission with honor and compassion for the citizens they serve.



110TH MANEUVER ENHANCEMENT BRIGADE



Col. Martin M. Clay Jr.
Brigade Commander

MISSION: The 110th Maneuver Enhancement Brigade is a mission tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection, and freedom of action of the supported force.

VISION: The 110th Maneuver Enhancement Brigade will build ready formations prepared to conduct state and federal missions utilizing the Sustainable Readiness Model. The 110th MEB will establish a balanced and sustainable operational tempo that focuses on Soldier and mission readiness while leveraging limited resources.

COMMAND STRUCTURE:

220th Trans Battalion
1-129th Field Artillery Regiment
1-138th Infantry Regiment
135th Signal Company



Command Sgt. Major Larry Godsey,
Brigade CSM

Brigade Message: The Maneuver Enhancement Brigade decreased training due to the COVID-19 pandemic, yet continued to build the team performing much needed relief operations. As training plans decelerated, units transitioned to State Active Duty and COVID-19 support missions that supported the great state of Missouri and its residents. Plans were in place for the brigade to serve as the high command of nearly 4,000 personnel in a combined, joint environment at Camp Rapid, S.D. for Golden Coyote-2020. Instead, the brigade was sourced and deployed as a joint task force for the Southwest border mission to support U.S. Customs and Border Protection. Subordinate battalion elements adjusted training plans to support both preparation for FY2021 live fire and operational events while also conducting COVID-19 support operations.

Individual Element Messages:

Headquarters, 110th Maneuver Enhancement Brigade and 135th Signal Company-Kansas City, Mo. The staff, headquarters company and





signal company elements quickly turned from a force dedicated to the Golden Coyote exercise to a staff focused on the nearly 100-Soldier force deployed to the Southwest border. This Joint Task Force-North/NORTHCOM deployment places

the MEB staff in a critical role with oversight of nearly 4,000 personnel spanning the entire southern border. Rear Detachment elements continue support toward the 35th Infantry Division's War-fighter Exercise in 2021.

1-129th Field Artillery Regiment-Maryville, Mo.

Over the last year, the 1-129th Field Artillery Regiment "Truman's Own," completed a staff exercise supported by the Mission Command Training Support Program (MCTSP) from Ft. Leavenworth, Kan. The scenario based exercise provided staff training to identify gaps and improve proficiency within the battalion's Military Decision Making Process (MDMP). Most recently, the 1-129th FA abruptly revised its operating posture from 13-series safety testing and Artillery Skills Proficiency Testing (ASPT) and shifted focus efforts toward response of COVID-19 and Civil Protection emergencies. More than 250 Soldiers from across the battalion activated to support a multitude of mission sets across Missouri. Missions included Defense Support of Civil Authorities (DSCA) during civil disturbance missions in major metropolitan areas in the state; respiratory mask decontamination for hospitals and prisons; and COVID-19 community-based testing teams operating in several communities throughout the state. Additionally, several Thunder Battalion key leaders staffed and operated the Missouri Joint Operations Center working closely with federal and state emergency management teams, state police forces and Centers for Disease Control and Prevention officials. Overall, the battalion collected and prepared hundreds of masks for decontamination, tested over 7,000 citizens for COVID-19 and successfully deterred potential violence associated with civil unrest. Despite the shift in training, the battalion executed a multitude of missions with efficiency to support the citizens of Missouri with the motto, 'SEND YOUR MISSION!'

1-138th Infantry Regiment-Kansas City, Mo.

The 1-138th Infantry Regiment was scheduled to conduct several large-scale training events to include a squad live fire in preparation for an Exportable Combat Training Center (XCTC) exercise as a maneuver battalion of the 39th Infantry Brigade Combat Team, Arkansas Army National Guard. The XCTC was canceled two weeks prior to its start date due to the COVID-19 pandemic. The 1-138th pivoted to conduct decentralized training at Missouri training sites as a battalion. The focus of that decentralized training was similar to the planned events at XCTC. This included squad and platoon lanes with a focus on fully advancing to platoon level operations. Multiple companies also conducted Air Assault and range operations to increase Soldiers' overall lethality. The regiment now progresses on a trajectory that will advance training with a culminating exercise as a maneuver battalion at the Joint Readiness Training Center, Fort Polk, La. in 2021.

220th Motor Transportation Battalion-Fredericktown, Mo.

The 220th Motor Transportation Battalion quickly amended training plans to become a major support system for the state of Missouri and its residents. Battalion elements supported five regions across the state within 48 hours of notice. Nearly 250 Soldiers contributed to the distribution of food at 16 food bank locations and assisted in feeding over 158,000 families. Elements also supported school lunch distribution at two districts within Missouri providing nearly 6,000 lunches to deserving families.



35TH COMBAT AVIATION BRIGADE



Col. Christopher Moenster,
Brigade Commander

MISSION: To provide command, control, staff planning and supervision of Combat Aviation Brigade operations to fight and win our nation's wars when deterrence fails, and supporting the state of Missouri in times of disaster and civil unrest.

VISION: To provide training that incorporates rotary wing and unmanned aerial system assets in support of the ground force commander while conducting large-scale combat operations in a multi-domain environment. We accomplish this by conducting cross-state coordination with all 14 states that encompass the wartime task organization of the 35th CAB and integrating them into a flexible and coherent team.

COMMAND STRUCTURE:

1/135th Aviation Regiment (Assault)
935th Aviation Support Battalion



Command Sgt. Maj. Paul Durr,
Brigade CSM

Priority Effort #1 – Deployments and Exercises: The 1-135th Assault Helicopter Battalion (AHB) conducted a company task force deployment to the National Capital Region comprised of 86 Soldiers. This company deployed to Fort Belvoir, Va., in support of a Continuity of Operations/Continuity of Government mission within the region. These Missouri National Soldiers were lauded for their professionalism, discipline and technical and tactical expertise. The 12th Aviation Battalion at Fort Belvoir was so impressed by their performance they recognized the 1-135th AHB as the best company within the battalion while competing against their Active Component counterparts.

The 1-135th AHB prepared to support an Overseas Deployment

Training (ODT) mission to the nation of Belize from May-August 2020. This mission would provide three UH-60L Blackhawks in support of an engineer task force conducting construction and humanitarian support to the northern region of Belize. The 1-135th AHB aircraft would serve as casualty evacuation, air movement and





general support aviation platform to the Engineer Task Force. Unfortunately, the COVID-19 pandemic cancelled these mission just days prior to initial movement.

Preparation for both these deployments enhanced the unit's already exceptional state

of readiness. The unit continue to hone their skills in hopes they will be have more opportunities to support overseas operations.

Detachment 2, Co. G, 3-238th General Support Aviation Battalion (GSAB) (MEDEVAC) Soldiers spent Training Year 2020 rigorously preparing for a deployment to Afghanistan in support of Operation Enduring Freedom. They were deploying as part of a combined Army National Guard and United States Army Reserve Battalion Task Force with a mission to provide critical MEDEVAC capabilities to forces conducting operations within the Afghanistan



area of operations. This deployment was cancelled as a part of the reduction in forces throughout the Central Command area of responsibility.

Priority Effort #2 – Readiness Inspections: The 935th Aviation Support Battalion, Co. B, 1-135th AHB, and Det. 2, Co. G, 3-238th GSAB, all underwent an Aviation Resource Management Survey (ARMS) in 2020. The ARMS is a Forces Command driven program designed to assist the commander in assessing the readiness and resource management of all assigned aviation units. It is a comprehensive evaluation of 12 separate functional areas that thoroughly evaluates all aspects of aviation operations within an organization. All units within the 35th CAB successfully passed the ARMS, further displaying the high state of aviation readiness within the Missouri Army National Guard.



1107TH AVIATION GROUP



Col. James Schreffler,
Brigade Commander

MISSION: To provide to a theater of operations fixed base, dedicated theater aviation sustainment/depot capability support to the combatant commander.

VISION: To provide reliable, available and cost effective products to customers in our support region and the forces we support to achieve the Army's mission and operational readiness goals.

COMMAND STRUCTURE:

Headquarters and Headquarters Company
Company A
Company B



Command Sgt. Maj. David C. Gail,
Brigade CSM.

Background: The 1107th Aviation Group provides ready formations to the Governor of the State of Missouri and the President of the United States when called upon in times of need. Our primary mission remains fighting, winning our nation's wars when deterrence fails and supporting the state of Missouri in times of disaster and civil unrest. We conduct rigorous training that incorporates supply support, theater aviation maintenance support and expeditionary deployment capabilities in support of the ground force commander. We accomplish this by conducting cross-state coordination with all 14 states that encompass the support network of the MO-AVCRAD and the 1107th TASMG.

1107th OCONUS Deployments: 1107th Aviation Group is one of four units of its type across the National Guard force structure. The 1107th has participated in biennial rotational deployments in support of Central Command (CENTCOM) operations since 2005. The 1107th deployed to the CENTCOM Area of Responsibility (AOR) December of 2019 and transitioned to Task Force (TF) 24. As the team completed their relief-in-place (RIP) process with the 1106th counterparts from California, they then assumed the overall responsibility for the



mission. T F 24 then supported commanders throughout the CENTCOM and Army Central (ARCENT) AOR. This support included depot level aviation maintenance support to Operation Inherent Resolve and Operation Spartan Shield, air ports of debarkation (APOD) and sea ports of debarkation (SPOD) operations at the port of debarkation and aviation support to ARCENT through division level planning. After a successful deployment and redeployment, all 1107th Aviation Group Soldiers returned to their families and are reintegrating back into the unit after their transitional leave.



Army Maintenance Excellence Award: The 1107th Aviation Group is a FY19 Army Award for Maintenance Excellence Program (AAME) semifinalist, one of 35 Army-Wide semifinalists for the FY19 competition. The AAME program recognizes Army units that demonstrate excellence in maintenance operations. Army Commands (ACOM), Army Service Component Commands (ASCC) and Direct Reporting Units (DRU) submitted nominations to compete for the coveted award and the opportunity to go on and compete for the Secretary of Defense Maintenance Awards and the Phoenix Award.

35TH MILITARY POLICE BRIGADE



Col. Rodney Ginter,
Brigade Commander

MISSION: The 35th Military Police Brigade conducts mission command for all task organized units conducting or supporting military police operations. Integrates capabilities from all three police disciplines (police operations, detention operations and security and mobility support) and integrates police intelligence operations into all military police missions. As required, exercises mission command of a tactical combat force conducting response force operations. When designated, executes the duties of the Joint Force Commander of Detainee Operations (CDO).

VISION: The 35th Military Police Bde. (MP) is prepared to deploy, fight and win our nation's wars and support civil authorities in our state by planning challenging training on doctrinally based tactics, growing and developing exceptional leaders and advocating for Soldier and family welfare.

COMMAND STRUCTURE:

175th Military Police Battalion
205th Military Police Battalion



Command Sgt. Maj.
Donald Hubbard,
Brigade CSM

Operation Show Me Missouri Civil Protection Spring 2020: The 35th Military Police Bde. assumed command of a task force of more than 1,200 service members in response to localized civil unrest in Kansas City, St. Louis, Jefferson City and Columbia. The combined task force (TF Justice) provided critical site security and protection of critical infrastructure in support of civil



authorities at the direction of the Missouri State Highway Patrol (MSHP). The 21-day activation resulted in the successful and safe deployment and redeployment of all personnel and equipment including elements from the 35th Engineer Bde. and the 110th Maneuver Enhancement Bde.

35th MP Bde. OCONUS Deployments: The 35th MP Bde. oversaw the successful redeployment and integration of the 3175th Military Police Co. (Warrenton, Mo.) from United States Southern Command (SOUTHCOM) and the 1175th Military Police Co. (St. Clair, Mo.) from Operation Spartan Shield in the United States Central Command (CENTCOM) area of responsibility. Additionally, the brigade deployed the 1139th Military Police Co. (Kansas City, Mo.) in support of Operation Inherent Resolve in the CENTCOM area of responsibility.

One Team Care: The 35th Military Police Bde. provided approximately 50 Soldiers to assist in the Missouri National Guard's response to the COVID-19 pandemic. These Soldiers operated mobile testing sites at numerous locations around the state providing critical services to its citizens. Their efforts supported the Governor's effort of increasing daily testing to combat the spread of the epidemic.

3175th Military Police Company Deployment: In August, the 3175th MP Co. returned home from their 12-month deployment to SOUTHCOM. They conducted six separate mission sets in support of Joint Task Force Guantanamo ensuring safe, humane, legal and transparent care and custody of



detainees. The 3175th MP Co. maintained high levels of discipline, technical proficiency and professionalism as required by this highly visible and sensitive mission.

1139th Military Police Co. Deployment: The 1139th MP Co. assumed the law enforcement mission at Camp Arifjan and Camp Buehring, Kuwait in August. The 1139th MP Co. is assigned with policing, security contracting, installation access control, physical security and investigation operations for Area Support Group-Kuwait (ASG-KU). The 1139th provides professional and competent policing by providing a well-trained, proactive and customer service oriented police force to establish law and order using community based policing models. The 1139th also provided its Protective Services Detail (PSD) to CENTCOM.

Operation Show Me Missouri Civil Protection Spring 2020: The 175th MP Bn. organized as Task Force Enforcer during Operation Show Me Missouri Civil Protection Spring 2020. TF Enforcer consisted of over 600 Soldiers and Airmen from 31 different units across the state. TF Enforcer provided support to local, county, state and federal law enforcement at more than 30 sites in the St. Louis Metropolitan Area. TF Enforcer's augmentation of local law enforcement enabled local law enforcement to focus on locations with higher crime and violent protests. During the course of the operation, Task Force Enforcer Soldiers responded to protests with several thousand people in attendance. The Task Force's missions included critical site security, a rapid response element, entry control operations and vehicle security escort.

1175th Military Police Co. Deployment: The 1175th MP Co. executed customs pre-clearance inspections for all redeploying units in the USCENTCOM AOR during their nine-month deployment, spanning from June 2019 to March 2020. During the deployment, the 1175th conducted inspections at 21 locations, across nine different countries. The 1175th was directly responsible for the successful redeployment of over 6,000 containers, 40,000

personnel, 150,000 bags, and 4,000 vehicles and rolling stock; a total combined value in excess of seven billion dollars.

Operation Show Me Missouri Civil Protection Spring 2020: The 205th MP Bn. organized as Task Force Defender during Operation Show Me Missouri Civil Protection Spring 2020. TF Defender comprised of nearly 600 volunteer Missouri National Guard Soldiers and Airmen from a dozen different units and four separate senior commands, maintained operational control of the Kansas City, Columbia, and Jefferson City areas. TF Defender alerted, readied, trained and equipped over 100 ready Soldiers in less than eight hours who were 100percent operational across five mission sets for an unplanned IDT period. Upon a direct request from Governor Parson, the task force massed over 100 Soldiers within five hours to respond to specific threats to the State Capitol and Governor's mansion. Upon direct requests from the local police chief, the task force massed 97 Soldiers at the Kansas City Police Department Headquarters to respond to a protest of more than 3,000 people and assembled 137 TF personnel at the Kansas City Police Department East Patrol and Crime Lab for a protest of more than 500 people. Upon conclusion of the mission, the 205th MP Bn. shared lessons learned on civil disturbance response, best practices and civil disturbance Tactics Techniques and Procedures with the Center for Army Lessons Learned's (CALL) doctrine writers, who intend to use such material to inform warfighters and DoD analysts worldwide and to influence Army change in all three components.

One Team Care: Soldiers within the 205th MP Bn. worked to protect the citizens of Missouri through their staffing of Community-Based Testing Sites at multiple state buildings (including the Lewis and Clark State Building and Harry S. Truman State Office), as well as, at four sites in the St. Louis area. The 205th MP Bn. also facilitated multiple community engagement events, including an 1137th MP Co. orchestrated event conducted in coordination with Recruiting and Retention Bn. that recognized the Kennett High School Football Team for their outstanding season. The 205th MP Bn. S1, 2nd Lt. Sondano, was also critical in recruiting the State's only Roman Catholic Chaplain, Capt. Dominic Ibok.



35TH ENGINEER BRIGADE



Commander,
Col. Craig S. Gatzemeyer

203rd Engineer Battalion

- Headquarters and Headquarters Company
- Forward Support Company
- 294th Engineer Company (Support)
- 276th Engineer Company (Vertical)
- Det. 1, 276th Engineer Company
- 1141st Engineer Company (Sapper)
- 335th Engineer Platoon (Area Clearance)
- 1135th Engineer Company (Clearance)

The 35th Engineer Brigade answered the call from the District of Columbia National Guard to assist in response to protests and riots after the death of George Floyd. On June 4, over 300 personnel from the brigade's two battalions, the 1140th and 203rd Engineer Companies, boarded planes bound for the nation's capital.

The D.C. National Guard gave the 1138th and 1142nd Engineer Companies a Task Force blocking mission, where they assisted D.C. Guardsmen and DEA agents in establishing traffic control points along the perimeter of the White House.

They also assigned the 1135th and 1141st Engineer Companies

MISSION: 35th Engineer Brigade plans, integrates and directs the execution of general engineering, counter mobility, survivability and mobility missions conducted by engineer battalions not organic to maneuver units and augments engineer units organic to corps and division. The brigade provides technical and tactical guidance and command and control (C2) to teams, companies and battalions. The brigade provides technical and tactical guidance and command and control (C2) to teams, companies and battalions.

VISION: To provide trained and ready Soldiers prepared to execute military engineering operations in support of any assigned state and federal mission while ensuring Soldier and family resilience.

ADCON to the 35th Engineer Brigade
• 635th Forward Engineer Support Team

Headquarters in Fort Leonard Wood
• 35th Engineer Brigade HHC
• 235th Construction Management Team

as a Quick Reaction Element to assist D.C. Park Police. They trained in riot control techniques and were given essential equipment to accomplish their mission.

The 35th Engineer Brigade provides a wide array of both vertical and horizontal construction capabilities



Command Sgt. Maj. Robert M. Istas,
Brigade CSM

1140th Engineer Battalion

- Headquarters and Headquarters Co.
- Forward Support Co.
- 1438th Engineer Co. (Multirole Bridge Co.)
- Det. 1, 1438th Engineer Co.
- 1138th Engineer Co. (Sapper)
- 220th Engineer Co. (Horizontal)
- 1142nd Engineer Co. (Sapper)





that play a pivotal role for multiple engineer companies. Over the course of Training Year 2020, the 35th Engineer Bde. conducted seven troop labor projects across five different locations in the state within two months. The projects varied from emplacing a sidewalk to constructing a parking lot.

The 1438th Engineer Multi-Role Bridge Co. recapped over 784 tons of rock for their dry support bridge location during their Annual Training (AT) at the Macon Training Site. The operation improved the current surface, which was unable to hold up to constant usage by heavy equipment.



The 294th Engineer Support Co. constructed two projects during AT. They emplaced 17,360 sq. ft. of

gravel for a parking lot across from a high occupancy building at Camp Crowder. They also improved a tactical training base berm for use during future patrol base operations, which exceeded 88,000 sq. ft. of earth.

The 220th Engineer Construction Co. performed project management and construction operations while at AT. During Operation Hop Scotch, the company designed, constructed and emplaced a 400 sq. ft. concrete sidewalk at the Festus Armory.



The 276th Engineer Vertical Construction Co. participated in three different projects while at AT. They constructed a fuel point parking lot utilizing over 6,000 tons of rock, established a 24 ft. long culvert at Camp Clark and built a 25 ft. by 12ft. interior wall at the Joplin Armory. In addition, as a morale and esprit de Corps builder, the unit constructed an engineer castle outside their armory in Pierce City.



131st BOMB WING



Commander,
Col. Matthew Calhoun

MISSION: The 131st Bomb Wing provides full spectrum, expeditionary, B-2 global strike and combat support capabilities. Wing manpower is dedicated to providing for the unit's overall combat readiness, operating support functions for tenant and attached units and for performing combat and emergency duty in support of both federal and state missions.

VISION: To build Citizen-Airmen leaders with the skills and will to assure strike and support globally, while being Always Ready to help our Missouri neighbors in times of need.

COMMAND STRUCTURE:

131st Bomb Wing Headquarters
131st Operations Group
157th Air Operations Group
131st Maintenance Group
131st Mission Support Group
131st Medical Group



Command Chief,
Chief Master Sgt. LeRoy
McCardell Jr.

GOALS: Provide strategic lethality through decisive strike and agile support to our nation's leaders. Protect Missouri as Citizen-Airmen in times of natural disaster or domestic strife. Prepare leaders at all levels, who exemplify the Air Force values for the Guard of today and tomorrow. Properly care for our families and our resources.

The 131st BW deployed in support of two Bomber Task Force missions, supporting deterrence operations conducted by U.S. Strategic Operations Command. The combined team from the 131st BW and the active-duty 509th BW worked seamlessly together to operate and maintain B-2 Spirit stealth bombers from forward locations in England and Diego Garcia, demonstrating credible deterrence and worldwide strike capability.

The 131st Medical Group (MDG) Airmen were key to the Wing's overall mission success and ability to operate in the COVID environment. With over a third of the group mobilized to state emergency duty and 90% of the unit directly engaged in COVID response efforts, they provided direct support to Whiteman AFB's Public Health Emergency Office regarding the unified response to COVID in and around Whiteman



AFB. This was accomplished while simultaneously leading efforts as the Public Health Emergency Office for Jefferson Barracks Air National Guard Station.

In addition to monitoring local and national health data and COVID related risks to the 131st BW mission and personnel, they established Health Protection Conditions to secure the installations, monitored wing members for COVID, coordinated civilian care for wing members testing positive and continued to prepare warfighters to deploy both overseas and to support state emergency duty requests. The 131st BW mobilized in support of Missouri's COVID response efforts. Members of the 131st MDG coordinated with FEMA Disaster Medical Assistance Teams to assume responsibility for a COVID-19 Alternate Care Facility in Florissant, Mo., where they cared for more than 10 patients relieving overflowing civilian medical facilities. 131st MDG Airmen additionally coordinated with the Missouri Department of Health and Senior Services to establish and staff a statewide telephone hotline, providing COVID related information, advice and laboratory results to over 70,000 residents of Missouri. Directly requested by the Governor's Office, members of the 131st MDG led the military support to the State of Missouri's Interagency COVID Vaccination Planning Team- delivering a statewide vaccination plan lauded by the Governor, the CDC, and the White House as an exemplar plan for other states to emulate nationwide.

The 131st Communications Flight (CF) navigated through uncharted territory during the COVID-19 Pandemic to accomplish a multitude of mission critical objectives, break/fix actions, equipment procurement, imaging and issuing equipment that enabled the 1200+ end users of 131st BW to mass telework. This ensured the lethality of the 131st BW and directly contributed to maintaining health/readiness, preserving the mission and protecting the families of our Airmen. Additionally, 131st CF implemented the cutover for a Network Control Center and Staff Assisted Visit (SAV) for Puerto Rico Air National Guard's 156th AW/CF



ensuring a seamless network transition for all base users, and improved standardization, training and best practices for 156th Communications personnel.

The 231st Civil Engineer Flight provided engineering design and construction management support to Southern Command (SOUTH-



COM), Air Forces Southern (AFSOUTH) and Soto Cano Air Base, Honduras, to continue and increase critical support services during the COVID-19 shutdown, as well as command staff engineer support to SOUTHCOM, Global Strike Command, Air Mobility Command and U.S. Transportation Command.

In August, our wing commander, Col. Ken Eaves, was named the



state's new Air Assistant Adjutant General, and the wing welcomed his successor, Col. Matthew Calhoun. Calhoun is our former vice commander and safety chief who brings a long career in the bomber community, and extensive experience in building total-force partnerships during his 24 years of service to our country.

139th AIRLIFT WING



Col. Edward E. Black,
Brigade Commander

MISSION: First in global airlift, tactics, and combat - always ready, ever willing.

VISION: To be recognized as Mobility Air Force's most indispensable resource.

COMMAND STRUCTURE:

139th Operations Group
139th Maintenance Group
139th Mission Support Group
139th Medical Group
Det 1, Homeland Response Force
Advanced Airlift Tactics Training Center
Det 1, 29th Weapons Squadron, USAF
Weapons School
C-130H Weapons Instructor Course



Chief Master Sgt. Kris J. Neros,
Command Chief

The 139th Airlift Wing started fiscal year 2020 like any other year. Our civic leaders joined us in October for a groundbreaking ceremony for a \$6M, 11,500 square foot communications facility. Once complete, the 139th Communications Flight will conduct information technology and cyber security operations at the new, state-of-the-art facility. Additionally, we hosted Senator Roy Blunt for a tour of the north site development at Rosecrans.

rience and food service.

Training continued through the beginning of 2020 with the 139th Security Forces Squadron learning how to implement various levels of force using the 'red man' suit, which allows our defenders to learn various techniques including hand-to-hand and less lethal force using rubber bullets against a mock agitator wearing a foam suit. Airmen from the



During the holidays, many of our members were involved with volunteer opportunities through community service. Our Airmen volunteered to help clean up Mount Mora Cemetery, the final resting place of the 139th Airlift Wing's first commander. We also had Airmen volunteer to serve a special holiday meal with

employees of Specialty Industries, a local 501(c) (3) nonprofit corporation that provides meaningful employment for individuals with disabilities. The 139th Services Flight was named the Air National Guard's Senior Master Sgt. Kenneth W. Disney Award winner for 2020. The award is given to a unit for outstanding performance in overall dining facility expe-





241st Air Traffic Control Squadron traveled to Hawaii to conduct radar training not normally available at home station. This also provided them an opportunity to conduct cross training as their ground radar systems and airfield systems are merging into one career field. During their stay in Hawaii, the COVID-19 pandemic spread

throughout the United States, and caused the 241st ATCS annual training to conclude much sooner than anticipated.

When the pandemic hit, our Airmen adapted and developed the Pandemic Concept of Operations plan, allowing the wing to fly missions uninterrupted. When called upon by Gov. Mike Parson, the 139th Mission Support Group began preparing Airmen to assist with COVID response. The wing mobilized Airmen across Missouri to establish the first alternate care site in St. Louis, to provide mobile COVID-19 testing sites all along the Western part of the state, to assist with food distribution at mobile food banks in the Northwest, and to staff a COVID-19 call center in Jefferson City.

While hundreds of Airmen were mobilized to assist the state with COVID-19, we also deployed many overseas to support the warfighter. Our Force Support Squadron developed new and safe techniques to



out-process virtually our operations and maintenance groups in a COVID environment.

The training has not stopped, and we have adapted to a new normal. Our Homeland Response Force conducted Tactical Combat Casualty Care training in a simulated combat environment. Our fire department conducted their annual live fire exercise at Rosecrans on a mobile training plane in a partnership with the University of Missouri's Fire and Rescue Training Institute.

The wing continues to evolve and innovate in order to meet mission requirements. Whether it is fighting against a pandemic or supporting overseas contingencies, the 139th Airlift Wing is "Always Ready, Ever Willing!"



70TH TROOP COMMAND



Col. Denise Wilkinson,
Brigade Commander

MISSION: 70th Troop Command, conducts support to civil authorities, support area operations, support to consequence management, and stability operations during FY20 in order to assure the mobility, protection, and freedom of action of the supported force and citizenry in assigned areas.

VISION: 70th Troop Commands has vision of creating an agile and adaptive organization that involves disciplined initiative and building cohesive teams through mutual trust. The Commander wants every Soldier in the 70th Troop Command to take pride in contributing to a level of professionalism that facilitates greatness. That is achieved by placing a premium on caring for Soldiers and developing them as leaders. The strength and readiness of our units, families and employers will depend on the investment we make in each other and that the brigade is filled with authentic leadership opportunities for all who achieve the standards set before them.

COMMAND STRUCTURE:

7th Civil Support Team
135th Army Band
70th Mobile Public Affairs Det.
135th Military History Det.
179th Cyber Protection Team
229th Multifunctional Medical Bn.
206th Area Support Medical Co.
Det. 1, 206th ASMC
205th Ground Ambulance Co.
835th Combat Sustainment Support Bn.
1035th Maintenance Co.

735th Field Service Co.
Det. 1, 735th FSC
1221st Trans Co.
Det. 1, 1221st Trans Co.
1138th Trans Co.
Det. 1, 1138th Trans Co.
3175th Chemical Co.

Headquarters and Headquarters Det.
429th Judge Advocate General Det.
529th Judge Advocate General Det.
Counter Drug Task Force



Command Sgt. Maj. Philip
Butler,
Brigade CSM

70th Troop Command: The 70th Troop Command served as Task Force Bear throughout the Operation Show Me COVID-19 Response 2020, supporting missions across all Lines of Effort (LOEs). TF Bear supported more than 1,200 Soldiers and Airmen throughout the operation, comprised of personnel from every Major Subordinate Command and Air Wing within the Missouri National Guard. TF Bear's subordinate units conducted more than 500 missions from April through September 2020.

835th CSSB: The 835th Combat Sustainment Support Battalion (CSSB) and subordinate units were called to duty in support of COVID-19 Response. The battalion activated over 400 Soldiers during the apex of operations providing support to the Missouri school lunch distribution program, medical screening, dignified care management and general support missions.

In coordination with the Department of Elementary and Secondary Education and local school officials, the battalion planned and supported the production and delivery of school lunches to areas in

need providing meals to children by supplementing local volunteers in Cape Girardeau, St. Louis, St. Peters, Blue Springs, Marshall, Tolbert, Wright City and Cameron. The battalion delivered 265,860 meals while preparing 247,703 meals.

The battalion planned and supported the staffing of medical screening sites at state office buildings in St. Louis, Jefferson City, Springfield, Kansas City and Joint Force Headquarters as part of the Missouri Workforce Return to Work efforts. Soldiers of the 835th completed over 296,142 screenings.



The Dignified Care Management LOE provided care of decedents in the St. Louis area providing stability to a sensitive and critical aspect of the emergency response. To be successful the unit, battalion and brigade liaison officer worked closely with civilian authorities to ensure the proper care of decedents while in their custody.



The battalion provided general support to State Emergency Management by conducting on call emergency transportation of PPE and medical supplies throughout the state as a Sustainment Response Element (SRE). The SRE conducted critical deliveries to over 270 locations and assisted in state emergency storage warehouses, accounting for 565 man-hours of support. General Support assisted the 229th Multifunctional Medical Battalion (MMB) by helping them establish medical testing sites at 29 different locations across the state. 835th Combat Sustainment Support Battalion participated in Operation Patriot Press (OPP) as the battalion headquarters providing mission command for the MONG 1221st Transportation Co. (TC), the 1138th TC, the 1035th Support Maintenance Co., the Alabama Army National Guard's 1670th Troop Command, the 781st TC, the 2113th TC (KYARNG), the 1244th (ILARNG) and the 395th Ordinance Disposal (USAR-WI). Prior to the operation being cancelled due to the COVID-19 pandemic, the battalion and subordinate units planned the entire operation in coordination with Army Material Command (AMC), Joint Munitions Command (JMC) and the 36 sustainment brigades providing best practices and products used during the entire operation. The battalion and subordinate units were poised and ready to transport over 429 20-foot Equivalent Units (TEUs) across the U.S. and assist munition depots with over 12,000 Short Tons of munitions in support of storage reform. The operation provided invaluable training to units and staff in the execution of munitions transportation and reformation activities improving the readiness of all units involved.



The 835th CSSB provides support to internal units of the MOARNG. The 1221st and 1138th Transportation Companies provided line haul transportation to the 35th MP Brigade, Training

Site Command and various units through the year providing quality training to the companies' Soldiers and timely delivery for the supported units. The battalion worked in coordination with the 70th Troop Command S3 and S4 in identifying additional opportunities for internal unit support. This partnership resulted in the planned use of the 735th Quartermaster Co.



for shower and laundry support to the 175th MP Bn. The 1035th Support Maintenance Co. provided artillery maintenance support to the 1-129th Field Artillery and delivery of non-lethal kits to Mo. Army Guard locations. They also delivered the Army Combat Fitness Test (ACFT) test sets throughout the state.

229th MMB: The 229th Multifunctional Medical Battalion (MMB) played an integral role in the State of Missouri's response to the Federal



State of Emergency declared around COVID-19. The 229th MMB activated over 60 medical centric personnel and directed a total troop strength of 294 Soldiers and Airmen. Through all of the missions, the service members under the 229th MMB answered over 45,000 calls regarding COVID-19, digitized over 100,000 individual test records, tested over 23,000 Missourians for COVID-19, and executed all of the administra-

tive and logistical requirements for those missions to be successful. Specifically, the 229th's service members moved across Missouri in support of the Department of Health and Senior Services (DHSS), testing Missourians for COVID-19 through the months of June and July. The Community Based Testing Sites (CBTS) team of 50 SMs hopped from county to county covering 25 individual locations swabbing the nasal cavities of nearly 10,000 Missourians before the first round of their missions wrapped up on July 21, 2020. These testing locations provided Missourians a location for a free COVID-19 test and a sense that their state cared for their wellbeing.

Additionally, another team of 20 Medics from the 229th MMB tested both prisoners and facility staff in 16 of the state's 20 correctional facilities. During the Sentinel mission, the team tested over 12,000 individuals for COVID-19. The Sentinel testing was critical in ensuring the wellbeing of personnel in the correctional facilities. Without proper

precautions and identification, the living conditions in the facilities made the spread of COVID-19 more likely.

The TCC provided command, control, and supervision of furnishing garrison activities for units conducting training at the seven training sites in Missouri. These sites consist of more than 11,700 acres and have billeting capacity for 1,868 people. In FY20, 103 units/organizations used our training sites for training opportunities such as qualification ranges, simulation capabilities, classrooms and various training areas. The TCC strengthened leadership positions by filling a warrant officer position at Camp Clark and the addition of first sergeants at Camp Clark, Camp Crowder, and Fort Leonard Wood. The TCC also improved training experiences at several locations. Camp Clark and Camp Crowder added Air Assault Confidence Courses (AACC) and the Soldiers installed a dock at Camp Clark for MWR activities on North Lake. Fort Leonard Wood modernized Range 18a with new targeting systems to include Mobile Armored Targets (MAT). The TCC invests in the training and readiness of all units occupying the training sites in Missouri by continually working to refine/improve all facets of unit needs to include the addition of 16 ACFT lanes at Camp Clark, Camp Crowder and ISTS. During the COVID-19 pandemic, the TCC supported range qualifications with less than 24 hours' notice at Camp Clark, Camp Crowder, Wappapello and ISTS for multiple units supporting civil disturbance missions. Members of the TCC also supported the collection, cleaning and redistribution of protective masks for medical, law enforcement and emergency response personnel.

The 7th Weapons of Mass Destruction - Civil Support Team (WMD-CST) began 2019 by conducting multiple support missions for the Kansas City Chiefs, University of Missouri Athletics, St. Louis Blues, City of St. Louis and the National Hockey League (NHL All-Star Game) while finishing up support missions for the National Football Champion, Kansas City Chiefs Champions Parade.

Though the first few months of 2020 began as normal, the mission of the 7th WMD-CST dramatically changed in April. In an effort to assist medical professionals and citizens of the Great State of Missouri, the 7th WMD-CST was contacted by The Missouri State Public Health Lab (MSPHL) and subsequently requested to assist by providing analytical personnel along with our Analytical Laboratory System (which included additional support team members). This effort augmented and assisted with the processing of COVID-19 samples at various long-term care facilities or other designated sites throughout the State of Missouri as designated by the Missouri State Department of Health and Senior Services (DHSS). Over the past five months, the 7th WMD-CST has conducted 23 missions (17 at home station and six within the State of Missouri) totaling 38 days and analyzing 752 COVID-19 samples.

70th MPAD: With a significant portion of the 70th Mobile Public Affairs Detachment deployed in support of Operation Enduring Freedom, remaining Soldiers assigned to the rear detachment continued to support the mission of the Missouri National Guard Joint Force Headquarters Public Affairs Office in telling the Missouri National Guard story.

As part of the Army's obligation to keep the American people, Missourians and the Army informed, the 70th MPAD's work included coverage of the Governor's COVID-19 response efforts, providing Public Affairs Officer support to Community-Based Testing teams, coverage of food banks, school lunch missions and instances of civil unrest. Products and support include conducting public affairs and media engagement training to commanders and organizations, media engagement, assisting key leaders in preparing for interviews, press releases, photographs, video and social media engagement. The work of the 70th MPAD during 2020 helped play an important role in mitigating misinformation and disinformation and establish the conditions that lead to confidence in America's Army and its readiness to conduct missions in Missouri and beyond.

135th MHD: The 135th Military History Detachment (MHD) conducted COVID-19 history collection beginning in March 2020 and continuing throughout the calendar year. As part of the U.S. Army's effort to record the official history of the Army in both peace and war, the 135th MHD utilized drill periods to collect documents and artifacts, as well as conduct interviews of senior leaders, to capture the response of the Missouri National Guard (MONG) for the official history. Document collection efforts focused on operations orders, executive summaries, fragmentary orders and other operational documents issued by the MONG Joint Task Force. In addition to document collection, artifacts that are unique to Missouri were collected for later use at the Museum of Missouri Military History. The 135th MHD also assisted with collection efforts conducted by the Center of Military History, conducting virtual interviews with key leaders at Fort Jackson, S.C.

Det 1, 179th Cyber Protection Team: The 179th Cyber Protection Team deployed in January to Ft. Meade, Md. and are conducting missions at the Top Secret/Sensitive Compartmented Information (TS/SCI) level. Soldiers that remained in the rear attended cyber related courses or exercises. Courses included Introduction to Cyber, Discovery and Counter Infiltration and Cyber Threat Emulation courses.

Cyber individuals performed network monitoring in support of COVID-19 at Ike Skelton Training Site (ISTS). Two to three member teams, located in Jefferson City, worked with the G6 to monitor network traffic and assist where needed. The team was able to utilize the Domestic Cyber Response Kit, which provided an opportunity to fine-tune their methods and tools. Over-all the mission was a success, providing additional hands-on training, utilizing live internet traffic versus previously captured information used during IDT training periods.

Two CPT members participated in the Cyber Shield exercise, conducted virtually due to COVID-19. Cyber Protection Team members, alongside members from the Defense Center of Excellence and the G6 conducted subject matter expertise in order to mentor and train defenders.

135th Army Band: The 135th Army Band completed 53 missions in FY20, a large decrease from prior years due to COVID-19. These missions included military balls, civilian ceremonies, recruiting support, Soldier morale through send off and return from deployment ceremonies

RECRUITING & RETENTION

The Recruiting and Retention Battalion has the challenging and demanding mission to grow the formation, prepare and train new Soldiers as they begin their military career and meet end strength objectives as the production arm of the organization.

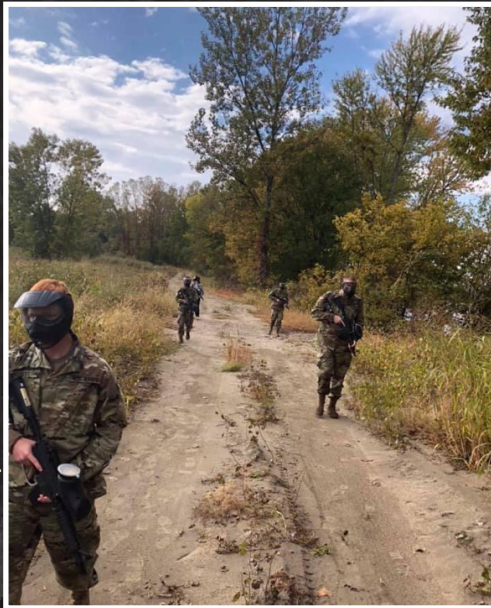
Recruiters continued to serve communities and units across the great state of Missouri. FY20 presented many barriers for face-to-face engagements; however, the team found innovative and creative ways to connect safely and efficiently with interested and qualified applicants. The team, once again, met the end strength objective of 9,350, which supported the priority mission to build and maintain a trained and ready force.

Our Soldiers come from all walks of life, diverse backgrounds and many career fields. The experience, knowledge and skills that our new warriors bring to the team build the collective strength and effectiveness that makes the Missouri Army National Guard unique and an imbedded partner in the community. The Recruit Sustainment Program is directly responsible for preparing, shipping and returning Soldiers

to their assigned unit from Initial Active Duty Training. COVID-19 restrictions delayed, reduced and significantly restricted our ability to achieve that mission; however, the team successfully maintained a ship rate greater than

90 percent through rapid reaction to training site adjustments, effective training seat management and clear, concise communication.

Officer Strength Management (OSM) continued to increase officer strength and was successful due to the incredible achievement of the basic branch, warrant officer and specialty branch team. Missouri's Show-Me Guard Officer Leadership Development (GOLD) program continued to prepare future officers in our five campus locations: Missouri Southern State University, Southeast Missouri State University, Northwest Missouri State University, William Woods University and College of the Ozarks. Many of the actions required to develop a sustainable pipeline, prepare candidates and ensure education requirements of commissioned officers and warrant officers requires deliberate planning and a calculated strategy to be successful. The OSM team performed commendably in FY20 and set the stage for future officer growth.



7TH WMD-CST



The 7th Weapons of Mass Destruction - Civil Support Team (WMD-CST) began FY2019 by conducting multiple support missions for the Kansas City Chiefs, University of Missouri Athletics, St. Louis Blues, City of St. Louis and rolled into 2020 assisting the National Hockey League (NHL All-Star Game) while finishing up supporting the National Football Champion Kansas

City Chiefs Champions Parade.

The first few months of 2020 started like other years but as April approached, the mission of the 7th WMD-CST dramatically changed. In an effort to assist medical professionals and citizens of the great state of Missouri, Missouri State Public Health Lab (MSPHL) contacted the 7th WMD-CST and requested assistance from the 7th by providing analytical personnel along with our Analytical Laboratory System (which included additional support team members).

This effort augmented and assisted with processing COVID-19 samples at various long-term care facilities or other designated sites across the state as designated by the Missouri State Department of Health and Senior Services (DHSS). Since April the 7th WMD-CST conducted 23 missions, 17 at home station and six within the state of Missouri and analyzed 752 COVID-19 samples.

The 7th WMD-CST is an always ready force willing and able to assist civilian, military, state and federal agencies.



COUNTERDRUG PROGRAM

The Missouri National Guard Counterdrug Program provides specialized equipment, facilities and personnel to aid law enforcement and informed personnel to educate school and community organizations. The Program leverages its unique assets in three fronts: Providing analytical support to law enforcement to reduce the supply of illicit drugs, providing prevention professionals to communities to aid in reducing the demand for illicit drugs and providing aviation support to law enforcement to find illicit drugs in the state.

From October 2019 to January 2020, the Missouri National Guard Counterdrug Program contributed to the seizure of more than \$21 million in cash and property. The seizure included 7 vehicles worth \$107,000; 4 pieces of property valued at \$2,400; 79 pieces of equipment totaling \$888; 120 weapons worth \$47,060; \$1,547,408 in currency and drugs with a street value \$19,623,655.

In October 2020, the Missouri National guard Counterdrug Program assisted Missouri's law enforcement partners in the seizure of 21 pounds of Fentanyl in Kansas City, Mo. The street value of the seizure was \$3,429,360.00. This amount of Fentanyl has the potential to cause overdose deaths in over 4.5 million people.

The Missouri National Guard Counterdrug Program seized more than \$56 million of property, drugs and money, assisted in more than 1,250 arrests this year and continues to provide our law enforcement agencies with the best support possible for all drug trafficking cases.



The Missouri Counterdrug program and the Saint Louis Police Department received the Civilian Law Enforcement Military Cooperative Committee Award from the International Police Chiefs Association in Chicago, Ill. The award is given to the best partnership between law enforcement and military agencies in the United States.

STATE PARTNERSHIP PROGRAM

Although the COVID-19 pandemic changed the way we trained with our Panamanian partners, we found ways to interface and strengthen our relationship with Panama.

Before the pandemic found its way around the world to the U.S. and Panama, the Missouri National Guard and Panama Border Police conducted two Border Security Subject Matter Expert Exchanges (SMEE) in February in Panama. Four of our Missouri Guard Soldiers and select Panama Border Police exchanged best practices in combating threats along the borders.

The Missouri National Guard G3, Col. Denise Wilkinson and the G3 Command Sergeant Major, Command Sgt. Maj. Paul Durr, conducted a staff visit with our Security Cooperation Officer (SCO), Col. Steven Winkleman and the SCO staff, laying the groundwork for a successful enduring relationship.

After COVID-19 locked down many countries, including Panama, we conducted three virtual conferences, exchanging information and best practices, continuing to strengthen our partnership with Panama.

In August, the Missouri National Guard conducted a virtual conference with the Annual Security Cooperating Planning Working Group, along with the Panama SCO staff, Panama (SENAN) and U.S. stakeholders. This opportunity ensured synchronization and planning for FY22-23.

The MONG SPP met virtually with the Southern Command (SOUTHCOM)



commander Admiral Craig Faller, other National Guard Adjutant Generals (TAGs) with a partner nation in SOUTHCOM and partner nations such as Panama, Mexico, Belize, Chile and Columbia, in September for the FY20 Virtual SOUTHCOM TAG Senior Leader Summit to conduct synchronization across the board and strengthen relationships.

In October, the MONG SPP again met virtually with SOUTHCOM and the U.S. Embassy Panama SCO staff at the Capability Development Workshop. At this conference, the SPP ensured the Missouri National Guard is nested with campaign plans and Panama's requirements.

In March, four Missouri National Guard Soldiers and the Panamanian Air and Naval Service, Civil Protection System conducted a Casualty Evacuation: Urban Search and Rescue SMEE, in Panama.



FEDERAL DEPLOYMENTS/FINANCIAL IMPACT

Over 99 percent federally funded, the Missouri National Guard is an economic engine for Missouri. The Missouri National Guard provides economic benefit to communities throughout Missouri. Money expended through this community-based organization turns over several times in every segment of the state economy. Economic Benefits occur through military and civilian pay and allowances, purchasing goods and services and capitol investments in facilities.

In deriving FY20 economic impact data, financial information was collected from Missouri National Guard official accounting records. The economic impact figure is accelerated 1.67 output multiplier of Statewide Economic Impacts of Missouri National Guard. The chart demonstrates the overall impact of the National Guard in Missouri combining the effect of the payroll and building expenditures.

Deployed Units in FY20

Detachment 1, 1179th CYBER.....	Jefferson City
1139th Military Police Company.....	Kansas City
1107th Aviation Group.....	Springfield
3175th Military Police Company.....	Warrenton
70th Mobile Public Affairs Detachment.....	Jefferson City
1175th Military Police Company.....	Saint Clair
1-135th Assault Helicopter Battalion.....	Whiteman AFB

Military Personnel

Missouri Air National Guard

Officers.....	411
Enlisted.....	1,916

Missouri Army National Guard

Enlisted.....	8,294
Warrant Officer.....	208
Officer.....	860
Total.....	11,078

Traditional Guard Pay.....	\$149,382,254
Active Guard Pay	\$109,379,138
Civil Service Technician Pay.....	\$116,518,717
Mobilized Pay	\$247,723,573
State Pay	\$3,118,542
Total Guard-Related Payroll Expenditures.....	\$626,122,224

Supplies, Equipment, Maintenance, and Repair Contracts.....	\$127,615,599
Local Construction Projects (State & Federal).....	\$40,085,344
Total Guard-Related Operational Expenditures	\$167,700,943

Total Combined Missouri National Guard Expenditures	\$793,823,167
Total Economic Impact.....	\$1,325,684,689

**Output multiplier, Military Preparedness and Enhancement Commission, 2017 An Assessment of the Economic Impact of Military Spending in Missouri.*

EXPENDITURES & ECONOMIC IMPACT

CONGRESSIONAL DISTRICT 1

Bridgeton.....	\$15,333,764
Florissant.....	\$660,588
Kingshighway.....	\$34,310
St. Louis - AIR.....	\$26,682
St. Louis - ARMY.....	\$29,438,110

Total Expenditures.....\$45,493,454
Total Economic Impact.....\$75,974,068

CONGRESSIONAL DISTRICT 2

Jefferson Barracks - AIR.....	\$17,728,714
Jefferson Barracks - ARMY.....	\$33,433,378

Total Expenditures.....\$51,162,092
Total Economic Impact.....\$85,440,695

CONGRESSIONAL DISTRICT 3

Camdenton.....	\$119,790
Fulton.....	\$3,322,160
Jefferson City - AIR.....	\$3,571,389
Jefferson City - ARMY.....	\$74,147,463
St. Clair.....	\$3,295,073
St. Peters.....	\$341,918
Warrenton.....	\$4,317,330

Total Expenditures.....\$89,115,123
Total Economic Impact.....\$148,822,254

CONGRESSIONAL DISTRICT 4

Boonville.....	\$21,303,203
Clinton.....	\$4,322,640
Columbia.....	\$5,821,589
Fort Leonard Wood.....	\$35,372,077
Harrisonville.....	\$3,281,205
Lamar.....	\$195,869
Lebanon.....	\$3,373,825
Mexico.....	\$607,106
Moberly.....	\$1,384,080
Nevada.....	\$5,398,944
Sedalia.....	\$27,971,064
Warrensburg.....	\$9,942,927
Waynesville.....	\$237,509
Whiteman AFB – Air National Guard.....	\$40,474,401
Whiteman AFB – Army National Guard.....	\$9,059,774

Total Expenditures.....\$168,746,213
Total Economic Impact.....\$281,806,177

EXPENDITURES & ECONOMIC IMPACT

CONGRESSIONAL DISTRICT 5

Independence.....	\$2,975,102
Kansas City.....	\$32,759,485
Lexington.....	\$14,628,481
Marshall.....	\$4,632,454
North Kansas City.....	\$347,156
Raytown.....	\$710,606
Richmond.....	\$4,421,359

Total Expenditures.....\$60,474,643
Total Economic Impact.....\$100,992,653

CONGRESSIONAL DISTRICT 6

Albany.....	\$2,284,486
Chillicothe.....	\$2,080,141
Hannibal.....	\$1,472,142
Kirksville.....	\$132,430
Macon.....	\$5,279,633
Maryville.....	\$4,280,472
St. Joseph – Air National Guard.....	\$102,676,897
St. Joseph – Army National Guard.....	\$33,316,636
Trenton.....	\$26,466,220

Total Expenditures.....\$177,989,057
Total Economic Impact.....\$297,241,724

CONGRESSIONAL DISTRICT 7

Anderson.....	\$1,462,746
Aurora.....	\$22,789,075
Carthage.....	\$3,830,666
Joplin.....	\$6,117,406
Monett.....	\$505,492
Neosho.....	\$3,261,547
Ozark.....	\$440,670
Pierce City.....	\$3,030,350
Springfield.....	\$42,060,000
Springfield – TASMG.....	\$56,157,497

Total Expenditures.....\$139,655,449
Total Economic Impact.....\$233,224,601

CONGRESSIONAL DISTRICT 8

Cape Girardeau.....	\$8,171,546
Desoto.....	\$1,605,448
Dexter.....	\$2,243,901
Doniphan.....	\$1,278
Farmington.....	\$2,833,860
Festus.....	\$5,827,108
Fredricktown.....	\$2,486,386
Grand Prairie.....	\$20,316
Jackson.....	\$2,866,515
Kennett.....	\$19,391,670
Perryville.....	\$2,793,224
Poplar Bluff.....	\$4,111,835
Portageville.....	\$14,418
Rolla.....	\$4,398,478
Sikeston.....	\$1,866,172
Wappapello.....	\$287,869
West Plains.....	\$2,267,112

Total Expenditures.....\$61,187,136
Total Economic Impact.....\$102,182,517

SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS 2010-2020

New TASM-G Readiness Center: 44,884 Sq Ft new Readiness Center.....	\$9,317,220
CSMS Addition and Renovation: 2000sqft addition of paint & blast booth, paint mixing, changing room, LED lights, and solar array.....	\$2,445,300
Camp Clark FMS Addition and Renovation: 6400 Sq Ft addition with roof mounted solar array and LED light replacement.....	\$2,017,650
Camp Clark Fitness Center: 3764 Sq Ft new fitness center.....	\$1,473,700
Camp Crowder Fitness Center: 3764 Sq Ft new fitness center.....	\$1,269,061
Camp Clark 60 Soldier Barracks: 10,285 Sq Ft new barracks.....	\$1,848,000
Camp Crowder 60 Soldier Barracks: 10,285 Sq Ft new barracks.....	\$1,882,000
Poplar Bluff FMS Addition and Renovation: 6400 Sq Ft addition with roof mounted solar array and LED light replacement.....	\$1,178,000
Camp Crowder Solar Panels: 18 ground mount solar panels systems.....	\$997,309
Festus FMS Roof Replacement and Unheated Storage Building: Replace roof and construct a 3000sqft storage building.....	\$448,102
Fort Leonard Wood: replace windows and doors.....	\$363,553
Aurora Readiness Center: roof replacement and repair parking lot.....	\$307,000
Camp Clark perimeter fence: replace the front perimeter fence of Camp Clark.....	\$273,390
Camp Crowder perimeter fence: replace the front perimeter fence of Camp Crowder.....	\$268,568
Camp Clark Fiber: Install fiber backbone for Camp Clark to support new construction.....	\$228,377
Whiteman Air Force Base AASF Epoxy Floor: Seal AASF floor 32,340SF with epoxy.....	\$204,978
ISTS Drop Arm: new security drop arm at truck entrance.....	\$197,650
Trenton FMS battery room: construct 300 Sq Ft battery room addition.....	\$165,743
Macon FMS solar panel: 50 kW roof mounted solar array.....	\$101,922



ANTICIPATED CONSTRUCTION PROJECTS 2021-2025

FY 2023 Bellefontaine Neighbors Readiness Center: 60,000 Sq Ft new Readiness Center.....	estimated \$20,000,000
Kansas City Area FMS: 23,000 Sq Ft new FMS.....	estimated \$11,000,000
Fort Leonard Wood Readiness Center expansion: 12,500 Sq Ft addition to Fort Leonard Wood Readiness Center.....	estimated \$6,000,000
St. Joseph FMS Addition and Renovation: 6400 Sq Ft addition with roof mounted solar array and LED light replacement.....	estimated \$1,755,000
Camp Crowder Dining Facility: 5,679 Sq Ft new dining facility.....	estimated \$1,800,000
Camp Clark Dining Facility: 5,679 Sq Ft new dining facility.....	estimated \$1,800,000
Macon TS 60 Soldier Barracks: 10,285 Sq Ft new barracks.....	estimated \$1,800,000
Wappapello TS 60 Soldier Barracks: 10,285 Sq Ft new barracks.....	estimated \$1,800,000
ISTS Fitness Center: 3764 Sq Ft new fitness center.....	estimated \$1,400,000
Camp Crowder Company HQ Building: 2980 Sq Ft new transient training company headquarters.....	estimated \$600,000
Camp Clark Company HQ Building: 2980 Sq Ft new transient training company headquarters.....	estimated \$600,000
Fort Leonard Wood RTSM Addition: 3200 Sq Ft classroom addition to the RTSM.....	estimated \$750,000
Camp Crowder 60 Soldier Barracks 2: 10,285 Sq Ft new barracks.....	estimated \$1,800,000
Fort Leonard Wood 60 Soldier Barracks: 10,285 Sq Ft new barracks.....	estimated \$1,800,000
Camp Clark 60 Soldier Barracks 2: 10,285 Sq Ft new barracks.....	estimated \$1,800,000
Fort Leonard Wood FMS Bay Addition: 6400 Sq Ft addition with roof mounted solar array and LED light replacement.....	estimated \$1,755,000
Macon TS Dining Facility: 5,679 Sq Ft new dining facility.....	estimated \$1,800,000
Macon TS Company HQ: 2980 Sq Ft new transient training company headquarters.....	estimated \$600,000
Fort Leonard Wood Company HQ: 2980 Sq Ft new transient training company headquarters.....	estimated \$600,000
Wappapello TS Company HQ: 2980 Sq Ft new transient training company headquarters.....	estimated \$600,000
Wappapello TS Dining Facility: 5,679 Sq Ft new dining facility.....	estimated \$1,800,000
Fort Leonard Wood Fitness Facility: 3764 Sq Ft new fitness center.....	estimated \$1,400,000
AVCRAD Solar: Ground mounted solar array for AVCRAD facility.....	estimated \$1,600,000
Festus Readiness Center Unheated Storage Building: 5000 Sq Ft new unheated storage building.....	estimated \$500,000
ISTS street lights: add outdoor lights along roads for safety.....	estimate \$325,000
Jefferson City AASF CST Ready Bay: 4,500 Sq Ft new ready bay for CST.....	estimated \$650,000
ISTS CSMS Annex Renovation: CSMS inspection building major building renovation.....	estimated \$2,300,000
Springfield FMS roof replacement and solar: replace roof, interior LEDs, roof mounted solar.....	estimated \$400,000
Camp Clark Access Control Point upgrades: upgrade the access control point to meet AT/FP standards.....	estimated \$1,300,000
Camp Crowder Access Control Point upgrades: upgrade the access control point to meet AT/FP standards.....	estimated \$1,300,000



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